



# Setting Goals & Getting To Work





*Community goals are a collective idea for the future*

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# What will we cover today?

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- Understanding your community
- Setting a common goal
- Creating action oriented plans



*A community is in a constant state of chance, before starting any plan you must understand where the community is right not*

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# Vibrant Community Assessment

❖ Helping LOCALS understand their community

# Vibrant Community Assessment



Understanding your community is the first step towards an achievable and implementable plan. The VCA is a tool to help residents and officials create an unbiased review of town. Elements of the VCA include:

- ❖ Existing conditions Analysis
- ❖ Community Identity Assessment
- ❖ Building Standards Review
- ❖ Connectedness Review
- ❖ Ownership Observations
- ❖ External Appearances





## Existing Conditions Analysis

Understanding what your community has will help you understand where you need to go. To this extent, existing conditions analysis should be completed for the following categories:

- Building Conditions
- Building utilization
- Infrastructure conditions
- Businesses or amenities
- Underserved services or cohorts



## Community Identity Assessment

A “COMMUNITY” is not something that has a set definition, yet it is required to make a place feel like HOME.

- How do residents and visitors define your community?
- What can you identify in your community that people have in common?
- Are there common traditions?
- Does your community support a common vision?

## Building Standards Assessment

Building standards are not in place to restrict a private property owner, more importantly they are in place to ensure all people are required to meet the same set of standards

- If you ask more out of people, they typically will live up to the challenge
- Lowering expectations, lowers results

Building standards are a collective set of decisions we, as a community, agree upon regarding the look, feel and behavior of a community

## Connectedness

To experience a sense of place, people must get together. Improving how your community connects will improve your community.

- Personal relationships are the foundation of a community
- Find reasons to get people together, or get people together for no reason at all
- To experience place, people must meet face-to-face



## Ownership Observations

A vested citizen understands it is THEIR community and the overall well-being of a community is up to them

- Residents serve the community, and the community, in-turn, serves the residents
- Individual actions mount to a large community benefit
- Apathy is the true community killer

## External Appearances

The first impression a visitor or prospective resident has of your community is lasting. While the outside appearance is not the most important, it does affect your image.

- Appearances shape opinion
- If a town is blighted, it will affect the feeling or residents
- Appearances of travelers shape the perception of travelers





*Goals setting must go beyond listening*

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# Setting a Common Goal

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Most problems in a  
community have a common  
thread



# Frank conversations

# Uncomfortable conversations lead to real answers

When talking to residents,  
individuals and groups it is  
important to:

- Be frank and concise in the method and manner in which communication is made
- Realize that not all individuals are going to be forward or open
- Pose open ended questions that will spark discussion
- Think about how the interaction will set the stage for future discussions
- Have the tough conversations to in order to gain a deeper level of understanding





Listening with your ears open

# Listening and hearing are two separate things

When your community is looking to set a goal, listening is just the first step. To improve “listening” skills:

- Realize that what you hear, is not always what is meant
- Understand that anger and frustration can cloud judgement or degrade conversations
- Learn to be inquisitive and show true empathy in your discussions
- Work on digging deeper into the responses, in order to analyze the potential meaning



# Become a “mind reader”



# Getting to The Lowest Common Denominator

Many community-wide issues have a similar root issue. Identify this issue to:

- Demonstrate the common thread that holds together the community
- Build trust and compassion among participants
- Link together all parties around a singular cause
- Empower the residents to work together on a common goal
- Foster a sense of togetherness and mass consensus among residents





Don't feed the  
community lies

# Setting the Right Expectations

Make sure everyone understands that a common goal is a compromise:

- Not everyone will be entirely happy with the goal
- Everyone can support the goal, despite it not being perfect
- Ensure the expectation is set that the goal will change and adapt as the community progresses
- These goals are something that **EVERYONE** can uphold, not just a few



# Creating a unified vision



# Building on the root issue

Once your root issue has been found, it is time to build from that point to creating a unified goal:

- Utilizing the common theme, identify potential long term visions that will remedy the issue
- Next, further refine this vision to provide goals for the community in the short, mid and long-term future
- Clearly and concisely create a vision or goal statement.
- Draw a roadmap to illustrate a linkage between beginning and end
- Create milestones, check points or key performance indicators
- Outline the root cause and end goal, outlining how small changes trickle to create the goal
- Create a simple, concise and easy to brand vision statement





Testing the vision

# Test your vision

After a draft vision has been prepared, test it with the public to:

- Ensure you heard them right
- Determine if changes are necessary or if residents' views have changed
- Highlight the fact that your community has truly listened, responded and continues to value feedback
- Ensure that the overall vision will be supported by all the public from young to old
- The community will tell you if you got it wrong



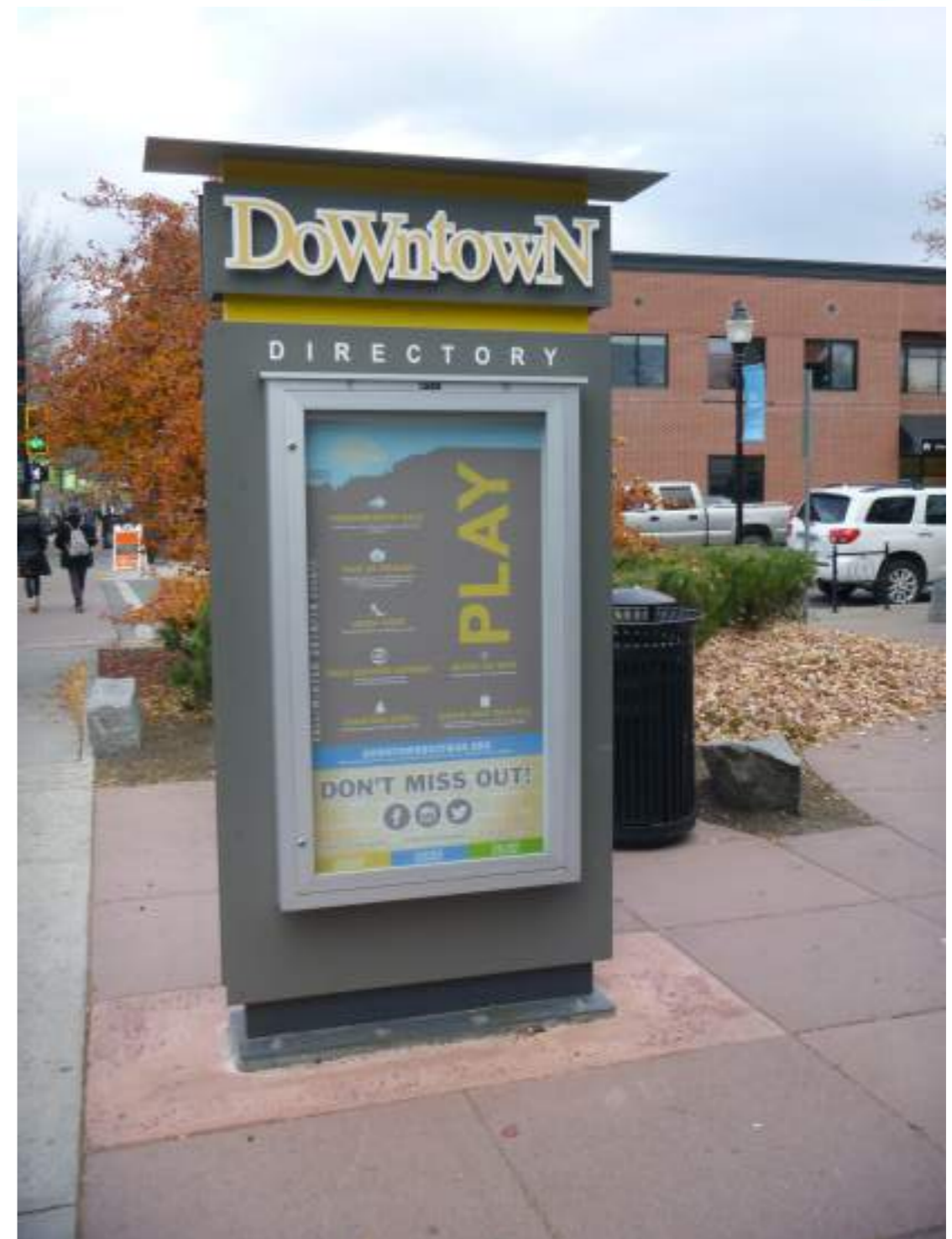
A photograph of a city street scene. On the right, there are shops with awnings, including one labeled 'CLOTH & CROWN'. A red car is parked on the left side of the street. In the foreground, there is a black trash can and a black post. The text 'Promote & Personify' is overlaid in the center.

# Promote & Personify

# Implementation is a long and winding road

Implementing a common vision is a long and often challenging process. Highlights to help implement your community vision include:

- Building capacity in the community
- Empower the residents to be community ambassadors
- Brand the campaign and strategically place it
- When implementing the vision, start with the young and the old





*A plan without implementation strategies is an expensive paper weight*

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# Action-Oriented Plans

- ❖ Plans are to be implemented, not collect dust



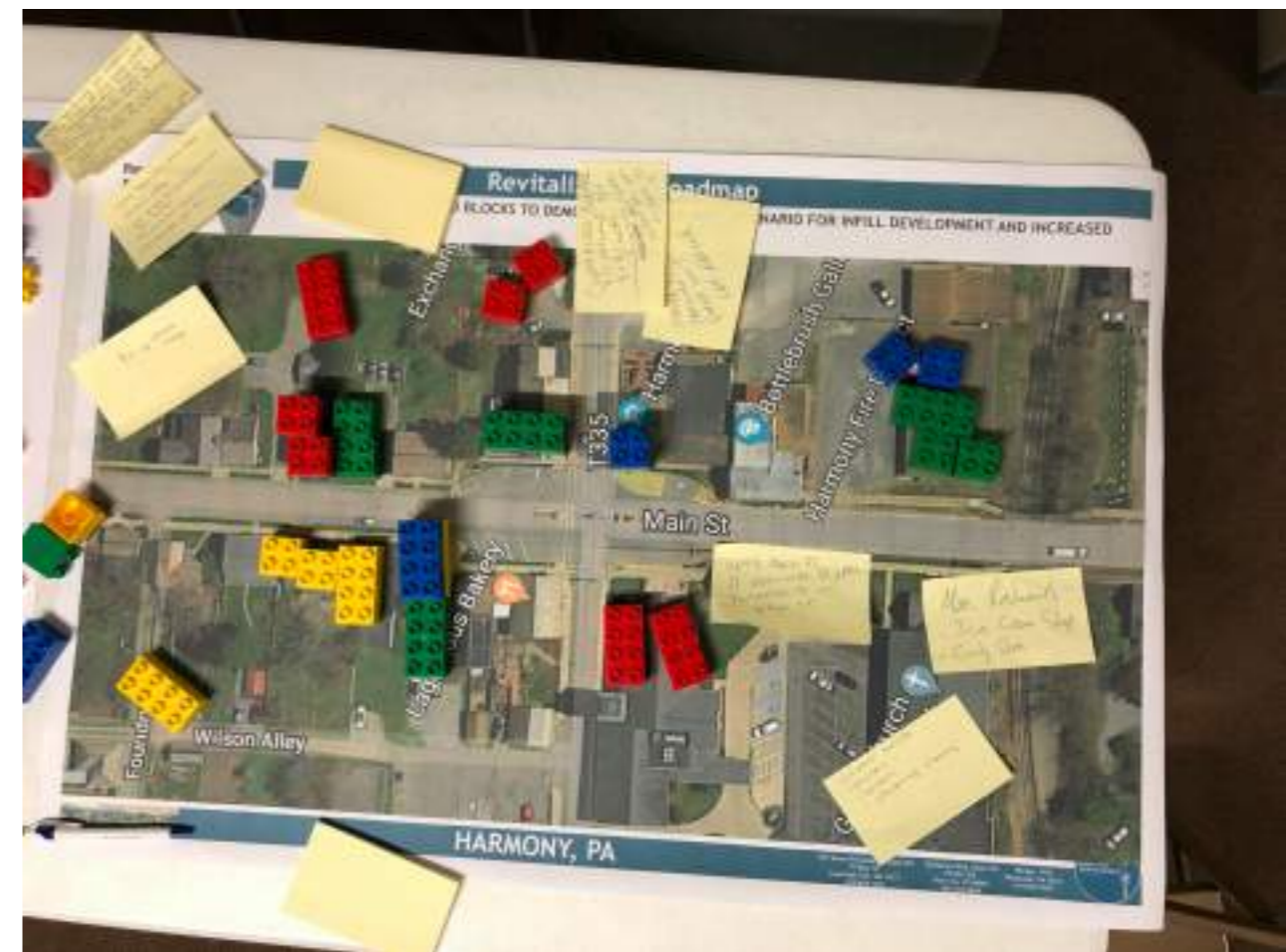
# Inclusive Community Input

# Without community support, planning rarely achieves implementation

The residents, business owners and stakeholders should always have a voice in civic projects. In the modern era, it is more important than ever to have a strong public input campaign. Some options for input include:

- Online engagement
- Multi-sensory experiences
- Inclusion at community events (farmers markets, park events, etc.)
- Stakeholder meetings
- Pop-up shop events to highlight the downtown
- Personal interaction is critical

Remember, it is the local community that will support the community, and the community should support the local residents. Their tax dollars will pay for improvements and cost bonding.





Identifying GAPS in services  
provided to your community

# Providing missing services and amenities will provide a new tax base and retain local dollars

Identifying the gaps in services or amenities within your community will:

- Provide a snapshot of services that residents or visitors go elsewhere to utilize
- Provide a clear picture of the leakage in sales tax revenue for each amenity
- Identify which goods or services will be sustainable long-term
- Provide a concise image of what the community or main street group should be proactively marketing to create a vibrant downtown

Location Quotient

Lamar

- 74 total businesses
- 0 Jewelry stores
- 0% of all business are Jewelry Stores
- Deficient in Jewelry Stores

Boulder

- 835 total businesses
- 11 Jewelry stores
- 1.3% of all businesses are jewelry stores
- Deficient in Jewelry Stores

74 total business x 1.3% = 1 business  
1 jewelry business is projected to have an annual revenue of \$465,471  
This will capture \$32,117.49 per year in sales tax at Lamar's 6.9% sales tax rate  
This will provide a total additional revenue direct to Lamar of \$13,964.13 annually

**esri** Retail MarketPlace Profile

Lamar, CO, CO (80031111)  
Geography: Place

Prepared by: ERI

Summary Demographics						
2010 Population						1,500
2010 Households						700
2010 Median Household Income						\$27,180
2010 Per Capita Income						\$19,240
2017 Industry Summary						
	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45, 72	\$85,167,575	\$54,515,308	\$30,652,267	13.8	74
Total Retail Trade	44-45	\$85,167,575	\$54,515,308	\$30,652,267	13.8	74
Total Food & Drink	72	\$1,000,000	\$1,000,000	\$0	0.0	20
2017 Industry Groups						
	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$1,000,000	\$1,000,000	\$0	0.0	8
Automotive Dealers	4411	\$1,000,000	\$1,000,000	\$0	0.0	8
Other Motor Vehicle Dealers	4412	\$1,000,000	\$1,000,000	\$0	0.0	8
Auto Parts, Accessories & Tire Stores	4413	\$1,000,000	\$1,000,000	\$0	0.0	5
Furniture & Home Furnishings Stores	442	\$1,000,000	\$1,000,000	\$0	0.0	2
Furniture Stores	4421	\$1,000,000	\$1,000,000	\$0	0.0	2
Home Furnishings Stores	4422	\$1,000,000	\$1,000,000	\$0	0.0	2
Electronics & Appliance Stores	443	\$1,000,000	\$1,000,000	\$0	0.0	4
Radio, Television, & Electronics Stores	4431	\$1,000,000	\$1,000,000	\$0	0.0	4
Body Materials, Tinting, & Supply Stores	444	\$1,000,000	\$1,000,000	\$0	0.0	4
Body Material & Supply Dealers	4441	\$1,000,000	\$1,000,000	\$0	0.0	4
Lawn & Garden Center & Supply Stores	445	\$1,000,000	\$1,000,000	\$0	0.0	1
Food & Beverage Stores	446	\$1,000,000	\$1,000,000	\$0	0.0	7
Grocery Stores	4461	\$1,000,000	\$1,000,000	\$0	0.0	7
Specialty Food Stores	4462	\$1,000,000	\$1,000,000	\$0	0.0	3
Beverage, Wine & Liquor Stores	4463	\$1,000,000	\$1,000,000	\$0	0.0	3
Health & Personal Care Stores	447	\$1,000,000	\$1,000,000	\$0	0.0	8
Cosmetics Stores	4471	\$1,000,000	\$1,000,000	\$0	0.0	8
Clothing & Clothing Accessories Stores	448	\$1,000,000	\$1,000,000	\$0	0.0	4
Clothing Stores	4481	\$1,000,000	\$1,000,000	\$0	0.0	4
Shoe Stores	449	\$1,000,000	\$1,000,000	\$0	0.0	3
Jewelry, Luggage & Leather Goods Stores	4491	\$1,000,000	\$1,000,000	\$0	0.0	3
Sporting Goods, Hobby, Book & Music Stores	451	\$1,000,000	\$1,000,000	\$0	0.0	1
Sporting Goods, Hobby, Musical Instr. Stores	4511	\$1,000,000	\$1,000,000	\$0	0.0	1
Book, Periodical & Music Stores	452	\$1,000,000	\$1,000,000	\$0	0.0	1
General Merchandise Stores	453	\$1,000,000	\$1,000,000	\$0	0.0	4
Department Stores Excluding Limited-Dept.	4531	\$1,000,000	\$1,000,000	\$0	0.0	4
Other General Merchandise Stores	4532	\$1,000,000	\$1,000,000	\$0	0.0	2
Monetary Services Retailers	454	\$1,000,000	\$1,000,000	\$0	0.0	1
Florists	455	\$1,000,000	\$1,000,000	\$0	0.0	2
Office Supplies, Stationery & Other Stores	456	\$1,000,000	\$1,000,000	\$0	0.0	1
Used Merchandise Stores	457	\$1,000,000	\$1,000,000	\$0	0.0	1
Other Miscellaneous Stores Retailers	458	\$1,000,000	\$1,000,000	\$0	0.0	1
Home Centers	459	\$1,000,000	\$1,000,000	\$0	0.0	1
Electronic Shopping & Mail-Order Houses	460	\$1,000,000	\$1,000,000	\$0	0.0	1
Travel Arrangements	461	\$1,000,000	\$1,000,000	\$0	0.0	1
Travel, Ticket, & Transportation Services	462	\$1,000,000	\$1,000,000	\$0	0.0	1
Food Services & Drinking Places	72	\$1,000,000	\$1,000,000	\$0	0.0	28
Special Food Services	721	\$1,000,000	\$1,000,000	\$0	0.0	1
Drinking Places - Alcoholic Beverages	722	\$1,000,000	\$1,000,000	\$0	0.0	1
Restaurants/Other Eating Places	723	\$1,000,000	\$1,000,000	\$0	0.0	17

Data Notes: Supply (Retail Sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (Retail Potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from 1.00 (Retail Potential = Demand) to 0.00 (Retail Potential = 0). A positive value represents 'leakage' or retail opportunity outside the trade area; a negative value represents a surplus of retail sales, as implied where retail sales are higher than the retail potential. The Retail Gap represents the difference between Retail Potential and Retail Sales. For users like the South American Industry Classification System (SIC) or to classify businesses by their primary type of business activity, Retail establishments are classified into 20 industry groups in the Retail Trade Index, as well as into industry groups in the Food Services & Drinking Establishments Index. For more information on the Retail MarketPlace data, please click the link below to view the Retail MarketPlace Glossary.

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March 21, 2019



# Focus on Incremental Goals



## Building Capacity & Enthusiasm

Not all successful plans are designing grand projects and not all catalyst projects need to be substantial. As part of the planning process, each community should:

- Identify projects that will be impactful, yet cheap and easy to implement
- Foster a climate that removes the chance of apathetic residents
- Prepare a prioritized list of projects that will include individuals and community based groups responsible for implementation
- Build momentum and capacity through small projects first, escalating to larger when funding and capacity is available

By taking on smaller projects, residents will see change more quickly, building enthusiasm and removing apathy





# Action Oriented and Specific



# Answer the WHO, WHAT, WHEN, WHERE AND HOW

Communities often have fantastic goals, yet lack the follow through to successfully implement. It is important that all goals, recommendations or strategies are:

- Action oriented
- Time bound
- Specific to the individual or party responsible for completion
- Prioritized
- Providing accountability for implementation



# Plan for the short before the long



# Multi-stage goals provide impact at all levels

Creating interest and visible progress is critical for a community to show residents and visitors that changes are happening:

- Successful plans provide short, mid and long term goals
- Stages goals will provide a “progress” milestone at intervals
- Continual progress will retain the support of the community
- Typical milestone terms are:
  - Short term - 2-3 years
  - Mid term - 3-7 years
  - Long term - 7-15 years



# BOOKSTORE

## Public – Private Partnership





## Ensuring the DIRT of development

Ensuring the Duration, Intensity, rate and Timing of private development is how communities can meet goals, while reducing cost to taxpayers. Steps to helping ensure the DIRT of development are:

- Creating a strong set of guidelines for architectural, streetscape and civic spaces
- Developing potential concessions or partnerships with private developers
- Preparing adaptive re-use studies for critical buildings
- Preparing developer due diligence reports
- Tightening up future land use maps and zoning and/or development codes



### Kaufman House 105 S. Main St, Zelienople, PA 16063



#### Building

A true gem in the rough, the Kaufman House is a regionally known destination located in the Borough of Zelienople, PA. This facility has served a multitude of uses, most recently a restaurant and bar. Structure has been vacant since 2011 after a kitchen fire and delayed insurance settlement process. Structure retains many original fixtures and an adaptable building layout. Flexible zoning and a motivate landlord will assist the potential tenant with necessary permits for building utilization.

#### Pertinent Information

Additional pertinent information about the building is as follows:

- ADT count of 12,763 cars per day at the Main St (SR 19) and New Castle Street intersection
- Average household income of \$72,245
- Per capita Income of \$41,544, or 187% of commonwealth average
- No fine dining/table top service facilities within ¼ mile
- Approved construction plans for 15,000 sq. ft. restaurant and 9,000 sq ft bar
- Available liquor license with sale, no hotel required
- Demolition completed by previous tenant
- Upgraded electrical/water service to structure
- 15 year lease with pre-determined \$200,000 purchase at end of lease

#### Building Details

Building details are as follows:

- Year Built 1902
- Original Use - Boarding House
- Recent Use - Restaurant/Bar
- 32,000 +/- Sq Ft
- Guest Rooms - 18 non-compliant rooms
- Parking Spaces - 45 reserved spaces in new abutting municipal lot
- Zoned C1 - Commercial
- Allowed uses without variance - Restaurant, Retail, Office and Professional
- Life/Safety Upgrades - No lift requirements
- Three phase electrical service
- 8" water line replaced in 2014
- No sprinkler system requirement

#### Available Funding

Currently available, landlord can offer the following funding mechanisms for building outfit and acquisition:

- \$500,000 from the PA Redevelopment Assistance Capital Program for building acquisition and renovation
- \$275,000 from the PA Redevelopment Assistance Capital Program for building envelope upgrades
- \$100,000 from the Appalachian Regional Commission for infrastructure and life/safety upgrades
- \$50,000 from Butler County Commissioners for building equipment

#### Borough of Zelienople

111 West New Castle St, Zelienople, PA 16063



# Creating a “MAP” for your community



# A Master Plan is only as good as the guidance it provides

Master Plans should be prepared to provide a clear "map" or "route" for each community to follow for achieving their common goal. Understanding this, it is critical that each master plan:

- Clearly mark the starting point and the desired ending point
- Outline the desired path for achieving the goal
- Provide solutions on what to do if a "roadblock" or "pot hole" is encountered
- Clearly outline what is needed to successfully achieve the goal



# Catalyst Projects



## Determine YOUR catalyst

Catalyst projects will create an impact in your community and show the residents success stories. Each catalyst should be unique to your community. Sample catalyst projects are:

- Adaptive reuse projects
- Streetscape projects
- Vegetation installations
- Civic space creation
- Alleyway activation
- Signage projects
- Façade programs
- Park rehabilitation or creation



# Master Plan Suggestions



- ❖ Clear and concise
- ❖ Action oriented
- ❖ Short, medium and long term goals
- ❖ Focus on utilizing or maximizing community capacity
- ❖ Identify the missing services within your downtown
- ❖ Prepare a framework for implementation





# Questions/Comments





If you want a copy of the presentation, leave me a card or email be at the address below:

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